

**Quality and Productivity Commission
31st Annual Productivity and Quality Awards Program
"Celebrating Quality Service"**

2017 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: HARBOR'S SPRING CLEANING TURNS TRASH INTO CASH

DATE OF IMPLEMENTATION/ADOPTION: MARCH 3, 2016
(Must have been implemented at least one year - on or before July 1, 2016)

PROJECT STATUS: _____ Ongoing X One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? _____ Yes X No

EXECUTIVE SUMMARY: Describe the project in 15 lines or less using Arial 12 point font. State clearly and concisely what difference the project has made.

1 On March 3, 2016, Harbor-UCLA Medical Center embarked on a campus-wide "Spring
2 Cleaning" project using guiding principles from our newly adopted LEAN performance
3 improvement model. The goal of the project was to clean and declutter all inpatient and
4 outpatient clinical areas and every business office in every building across our 70-acre
5 campus. The objectives were to eliminate any health and safety risks, to increase
6 accessibility for staff and visitors, and to empower employees to take ownership of their
7 work areas. This project presented an excellent opportunity for everyone to take close
8 look at their areas to prepare for the upcoming Joint Commission survey and, later, for
9 the new campus "Master Plan". A multi-disciplinary leadership team visited a different
10 area of the hospital each week to facilitate the cleaning and removal of broken and
11 unused item. Managers and their teams were provided with a "Spring Cleaning"
12 schedule, checklist, gloves, masks, and instructions to guide their efforts, with a
13 turnaround timeframe of one week. Not only did we clean and achieve our goal of
14 creating a safer environment for patients, visitors and staff, but we were also able to
15 help the department realize \$112,819 in revenue.

BENEFITS TO THE COUNTY

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$	\$	\$ 112,819.10	\$ 112,819.10	<input type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS DHS – Harbor UCLA Medical Center 1000 Carson Street Torrance, CA 90509		TELEPHONE NUMBER 310-222-4027
PROGRAM MANAGER'S NAME Yvette DeJesus-Ruiz, Deborah Rose, Francisco Rea, Dario, Carrero, David Chambers and Azar Kattan		TELEPHONE NUMBER 310-222-4027 EMAIL yruiz@dhs.lacounty.gov
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE <small>(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)</small> Gerardo Pinedo	DATE 7.3.17	TELEPHONE NUMBER 213-240-7948 EMAIL gpinedo@dhs.lacounty.gov
DEPARTMENT HEAD'S NAME AND SIGNATURE Dr. Mitchell Katz	DATE	TELEPHONE NUMBER

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1st FACT SHEET – LIMITED UP TO 3 PAGES ONLY: Describe the **challenge(s), solution(s), and benefit(s)** of the project. What quality and/or productivity-related outcome(s) has the project achieved? Provide measures of success. Use Arial 12 point font.

CHALLENGES

In 2014, Harbor-UCLA was cited by Joint commission under the Life Safety standard for improper storage of combustibles (e.g., papers on walls and desktops, empty cardboard boxes, unused office supplies) which created fire and other safety hazards for workforce members, patients, and visitors to our campus. It was clear that cleaning needed to be made a priority, but the idea was met with resistance. Every work area is different, so each cleanup posed its own unique challenges and needed to be assessed. This initial assessment of the factors contributing to the clutter and uncleanliness revealed complaints about Facilities Management not wanting to remove unwanted equipment and furniture, Supply Chain Operations not picking up obsolete or unwanted surplus supplies, and Information Systems not picking up broken computer equipment. In addition, our Environmental Services (EVS) department faced challenges of its own. EVS staff could not effectively clean in some areas because of stacks of clutter and supplies being in the way. Facilities, Supply Chain, Information Systems and Environmental Services all had one thing in common: an excessive number of work orders which continued to mount and had become difficult to organize and resolve. These challenges resulted in an unsafe environment, staff dissatisfaction and decreased productivity.

SOLUTION

An interdisciplinary leadership team was established that included the key stakeholders: Facilities Management (FM), Supply Chain Operations – Asset Management Team (SCO), Information Systems (IS), Environmental Services (EVS) and Hospital Administration. This team's vision was to achieve a radical improvement in the facility's look and feel and address the issues surrounding safety and cleanliness. Specific goals were established:

- To declutter the hospital and outside campus buildings
- To dispose of unwanted items, furniture and other equipment
- To recycle or repurpose unused supplies to SCO
- To distribute unwanted office furniture (chairs, desks, cabinets) to needy areas for reuse
- To clean and organize all areas, one room at a time, within a one-week timeframe
- To decrease the number of requests for service work orders
- To increase staff satisfaction and empower staff to take ownership

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Use Arial 12 point font.

To achieve these goals, the leadership team incorporated principles from Harbor-UCLA’s newly adopted LEAN performance improvement model, which is a systematic approach to identifying and fixing broken systems in a way that engages and empowers individuals to become problem solvers. Within this framework, the “Spring Cleaning” checklist was developed. The checklist provided a brief overview of the project, including the one week timeline, and identified the specific task to be completed on each of the seven days. A schedule was also developed which identified the areas assigned to perform their clean up each week. Clean up was initiated each Thursday, and was to be completed by the following Thursday. On Mondays, the leadership team held a pre-scheduled orientation meeting with the areas who would begin their clean up that week. The leadership team also provided supplies to be used in the clean-up, including color-coded identification tags for furniture and other equipment, extra trash cans or shredder bins as needed, along with gloves and masks to ensure safety and hand hygiene. Managers were instructed to assign specific staff in their areas to open every door and inspect every space to identify needs (declutter, removal of items, concentrated cleaning). Items were then labeled with colored tags to provide clear handling instructions (Red tags = Salvage/surplus; Orange tags = Repair; Green tags = large items for disposal requiring pick-up).

The “Spring Cleaning” project began on the eighth floor of the main hospital building, moving down one floor each week, and then migrating to the other offices, clinics and work spaces across the campus. Over the course of clean up week, Administration performed quality checks in the affected areas to ensure things were progressing well. On day 7 of each clean up, Facilities Management and Supply Chain arrived early that morning to remove all tagged items for either storage, salvage or disposal. Once the unwanted items were removed, staff in those areas were able to continue cleaning and reorganizing their areas according to its specific functions and services. The project concluded in April 2017, and over the course of 13 months, Harbor’s campus was, quite literally, transformed.

BENEFITS

Harbor-UCLA’s “Spring Cleaning” project achieved its primary objective to declutter the main hospital and outside campus buildings one floor and one space at a time. Unwanted furniture was removed for salvage or disposal, and unneeded surplus supplies were collected for repurpose or re-issue to other departments. As a result, the increased storage space was reorganized, allowing staff to stock appropriately and locate needed items quickly and efficiently.

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The project also addressed and eliminated the issues raised by the Joint Commission related to fire hazards posed by combustibles, and prepared areas for future moves related to the facility’s Master Plan. On the financial side, by recycling some of the obsolete equipment and furniture items, the project netted a total of \$112,819 of surplus cash for the County.

Along with these very practical benefits, staff benefitted from the “Spring Cleaning” effort in more intangible but meaningful ways. Employees were given responsibility for key roles in the clean-up effort, and worked together with their managers and teammates toward the common goal of improving their work areas. Their successes resulted in higher morale, which fueled their enthusiasm for the project. At the completion of the task, employees expressed satisfaction in a job well done, along with a sense of accomplishment and an increased spirit of team work and collaboration. Here are some employee comments:

“It’s easy to hold onto stuff and junk, and sometimes hard to let it go. Now we have space for the truly functional items. Hard work but worth it.”

“We have had an awesome experience working as a team...it is evident that team work is fundamental in accomplishing change and in sustaining that change.”

“Though this was a daunting task...we used this event as an opportunity to think about the future of the office, helping us to consolidate many things to make it a much more efficient and productive space so we are no longer wasting time searching for things that should be at our fingertips.”

They say a picture is worth a thousand words...

BEFORE



AFTER



All in all, Harbor’s “Spring Cleaning” project transformed cluttered space into open, organized space and turned complaints into collaboration. In addition, from the sale of salvaged items, we were able to convert trash into cash!

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Linkage to the County Strategic Plan – 1 page only. Which County Strategic Plan goal(s) does this project address? Explain how. Use Arial 12 point font.

Goal III: Realize Tomorrow's Government Today

Pursue Operational Effectiveness, Fiscal Responsibility, and Accountability.

The “Spring Cleaning” Project at Harbor UCLA set the stage for continuous assessment of efficiency and effectiveness by maximizing and leveraging resources through empowerment and holding ourselves accountable through ownership. Due to limited and sometimes insufficient resources compared to our need, the ability to repurpose existing equipment and furniture throughout the campus ensured that resources were expended in a responsible, efficient, and strategic manner. The interdisciplinary team's actions maximized use of County assets, in ways that were fiscally responsible.

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COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFITS TO THE COUNTY): If you are claiming cost benefits, include a calculation on this page. Please indicate whether these benefits apply in total or on a per unit basis, e.g., per capita, per transaction, per case, etc. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation. Use Arial 12 point font

Cost Avoidance: Costs that are eliminated or not incurred as a result of program outcomes. Please indicate whether these are costs to the County or to other entities.

Cost Savings: A reduction or lessening of expenditures as a result of program outcomes. Please indicate whether these were expenditures by the County or by other entities.

Revenue: Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

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Below is the information provided by our Supply Chain Operations-Asset Management Team of revenue generated from the recycling of surplus furniture and equipment during the “Spring Cleaning” project:

Invoice No.	Date		Amount
7406-032016	3/1/2016	3/31/2016	\$ 4,203.00
7406-042016	4/1/2016	4/30/2016	\$ 6,041.23
7406-052016	5/1/2016	5/31/2016	\$ 20,361.98
7406-062016	6/1/2016	6/30/2016	\$ 39,516.96
7406-072016	7/1/2016	7/31/2016	\$ 31,585.19
7406-082016	8/1/2016	8/31/2016	\$ 1,658.97
7406-092016	9/1/2016	9/30/2016	\$ 1,131.00
7406-102016	10/1/2016	10/31/2016	\$ 8,321.00
		Total 2016	\$ 112,819.10